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15 December 1983

MEMORANDUM FOR: Inspector General  
Deputy Director for Intelligence

FROM: Deputy Director of Central Intelligence

SUBJECT: Inspection Report on the Office of Global  
Issues

1. While the OGI inspection report proffers only two recommendations, there are a number of items reflected in the report which need care and attention. I urge the DDI to ensure that some of the items are taken to heart and become a way of life within OGI.

2. It is apparent that OGI management could spend a considerable amount of additional time paying attention to the personal needs of its personnel -- personal in the sense of supervision, guidance and for that matter, stroking. It is more, though, than just that relationship between the director/deputy director of the office and the division chiefs. It should also be applied with vigor and enthusiasm by the division chiefs through the branch chiefs down to the individual analysts.

3. I don't think that the report gives enough credit to the complexity of OGI and the fact that it is undoubtedly the hardest office within the Directorate to manage. I have to take some blame for that since I fashioned it to be what it is -- fashioned is a kind word for lumping all together the "leftovers" after the regional reorganization.

4. It may well be because of its diversity that a mission or purpose is not obvious to the young analyst and therefore the OGI managers at all levels must take extra care to ensure that everyone knows what they are supposed to do and once they do it then proper reward or guidance should follow.

5. It is also apparent that some of the models devised to assist the analytical function, while innovative in their conception, fail to have the proper care and attention in their development and utilization and that of course needs to be remedied. I have in mind the MAGAS, DIAS and of course DESIST.

SECRET

6. I have approved Recommendation No. 1 on DESIST but my inclination is to disapprove the suggestion that we withdraw from our grain forecasting effort. While the Department of Agriculture at the moment may be able to do that function I think the U.S. Government needs an independent and unbiased view of the world grain situation. Before deciding, however, I would like to hear more on that subject, preferably orally, from the addressees.

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John N. McMahon

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